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Excerpt from Summary Report of the Support Career Service Activites 26 April 1955

Individual Career Development Plans

Prior to the report period the Administration Career Board and the Deputy Director (Support) had approved a procedure for developing Individual Career Development Plans for SD-A personnel, and the personnel of the other Career Services centered in the former Deputy Director (Administration) organization. A summary of these procedures is as follows:

a. All positions under the jurisdiction of the Administration Career Services are identified and position descriptions are obtained. The qualification requirements on the individual to occupy each such position are determined. The grade, title, and original location of each position is ascertained.

b. On the basis of duty, descriptions, and qualification requirements the positions are categorized into the definite types of administrative activities (e.g., Organization and Methods work, Executive Secretariat and Communications processing work, Records Management, General Administrative, Project Administrative Planning). For each type of administrative activity there is recorded the number of positions in each grade level.

c. For each type of administrative activity (see above) the existing requirement is projected insofar as is possible into the future in the light of anticipated changes in the activity and function of the Agency. These projected figures (not to exceed five years) therefore will represent the number of persons at different grade levels for each type of administrative activity which must be available and trained and available when needed at that point in the future. These then are the requirements for different types of administrative specialists and also represent the goals for development of administrative personnel. The positions themselves represent the channels in which administrative personnel can acquire the experience which they will need.

d. Individuals are selected to be the subjects of separate and different career development plans. Armed with his knowledge of requirements and opportunities, the Career Management Officer obtains the complete information to be used as a basis for planning the development of an individual. This information consists of all data available in the individual's personnel folder, training evaluations, results of special testing and other assessment for evaluation, comments and opinions of supervisors at the moment and in the past. The Career Management Officer also interviews at length an employee concerned to ascertain insofar as is possible, his deepest interests, his likes and dislikes, his preferences for organizational components, his goals and motivations, and his own analysis of the experience which he has

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acquired up to the point of the interview. In the light of requirements and opportunities the Career Management Officer then recommends the program of Career Development for the individual. The Program is in the form of a statement as to the type of assignment and level of assignment in which the individual ideally should find himself at a point approximately four or five years in the future. The plan also presents the type of consecutive assignments and training which will lead the employee to the goal and which will equip him with the knowledge and experience which he will require.

e. The final recommendations of the Career Management Officer are commented on by the employee's supervisor and by the employee himself prior to submission to the Administration Career Board, and these comments are part of the presentation.

f. An Individual Career Development Plan which has been approved by the Administration Career Board and the Deputy Director (Support) is offered as a guide to the future assignment and training to be offered to the employee. It is not a fixed, inflexible plan for specific assignments but represents certain objectives which the Board will follow insofar as it can when utilizing and assigning SD-A personnel.

g. During the reporting period two completed plans were submitted to the Board for comment. Both the plans and the procedures which produced them were approved by the Board. Approximately fifteen additional plans are nearly ready for Board review and will be presented with a slight revision of format as requested by the Board.

h. The Administration Career Board and the Deputy Director (Support) also approved a special plan whereby an Administrative Officer of the DD/P organization would be assigned to a Senior

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If, at the conclusion of the training, the individual is assigned to other positions, his extensive background in administration, than administrative work, his extensive background in administration, will make him a more valuable Operations Officer. If, on the contrary, he returns to administrative work in the DD/P organization, his operations training will make him a better administrator. For these reasons, the program is endorsed and sponsored.

i. The Board also checked periodically the progress of two other administrative employees who are receiving training in Senior Career Development Positions under the sponsorship of the Board.

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